

Maturity Path for Employee Safety Teams

Topic	Beginning	Improving	Succeeding	Leading
Team		Team	Team	Team
Organization	1. Team is organized but has some vacancies.	1. Team is usually staffed with an occasional rare vacancy.	1. There is little problem getting employees to be a team member.	1. Team is actually finding ways for volunteers to contribute to the EST/Safety program even prior to them becoming an EST member. EST members are proud to be a participant on the team.
Resolving Issues	2. Team has limited impact on Unit level safety issues.	2. Team occasionally addresses Unit level safety issues, but there is limited resources (dollars) to fix things.	2. Team is proactive is addressing Unit level safety issues—team actions are communicated to the general population.	2. Team members actually meet with members of the management team outside of the EST meeting to solicit input and find ways they can support management in their safety efforts.
Recognition	3. Team relies mostly on company level programs for safety recognition.	3. Occasionally in team meetings, employees are recognized for their contribution to the safety and health program.	3. Team has a specific program/process for positive recognition—documented examples.	3. Employee safety recognition is routinely addressed by the team—it is second nature—input comes to the team from fellow employees.
Training	4. Several of the team members have not completed CBT training within three months of being put on the team.	4. Team members have each completed the applicable CBT training within three months of being put on the team.	4. Team members participate in additional training, such as working meetings, rejuvenation day and special conferences, beyond the CBT training. Regularly a team member(s) attends a Regional or National VPPPA conference.	4. Team enjoys mentoring opportunities with other EST teams as well as supplying information to external organizations/companies.
Minutes and Actions	5. Team minutes and actions are posted on the VPP Homepage.	5. Team minutes and actions are posted on the homepage and they are posted on facility bulletin boards.	5. Employees have access to team minutes with a particular emphasis to those workers on shift work. A safety news communicate or “Did you know” is communicated periodically.	5. Your communication techniques/methods are being shared with and utilized by other teams. Random interviews with employees indicated a good awareness of team activities and events.
Sub-teams	6. Sub-teams are functioning: inspections, goals and objectives, injury/illness analysis, and trending of safety and health data.	6. Sub-teams report their activities at the monthly EST meetings.	6. Sub-teams meet the VPP criteria for their particular element, i.e., inspections are done monthly with entire work area completed quarterly—rarely missing a month.	6. Adhoc sub-teams are used beyond the basic four (4) sub-teams—more employees involved.
Participation	7. Employees participate on the team or attend awareness events somewhat reluctantly, due to funding or supervision expectations.	7. Management approves participation, but the amount of time is somewhat limited, with little encouragement to volunteer for special safety projects.	7. Management is very supportive of employee participation, with the expectation that employees use their safety involvement within reason.	7. Management provides special recognition to employees who volunteer their time, beyond their regular workscope, to promote the safety culture.
Employees		Employees	Employees	Employees
Representation	8. Employees are aware of the team, but uncertain of their chairperson or specific representative.	8. Employees are cognizant of their team representative, but haven’t personally visited/communicated with this individual.	8. Occasionally contacts/visits with team representative expressing views, concerns and successes.	8. Employees are aware that the EST team is addressing their issues and concerns. Employees view participation on the EST team as being a positive and rewarding experience.
Communication	9. Meeting minutes are on the Unit homepage, but are rarely read.	9. Occasionally reads the team minutes from the homepage or bulletin board.	9. Monthly reads the team minutes—keeping informed.	9. Employees not only read the EST minutes but they also regularly read the LEST meeting minutes published on the VPP homepage.
Goals and Objectives	10. Unable to express safety goals.	10. Goals are established, but not aware of team objectives to accomplish goals.	10. Fully aware of the Unit safety goals and objectives and have incorporated them in their own personal safety goals and action plans.	10. Employees can directly tie their personal safety and health goals and action plans to the Unit’s safety goals and objectives. Employees are aware of the status of goals and objectives.
Issue Awareness	11. Aware that the team meets, but not cognizant of items/issues being worked on.	11. Aware of safety events such as safety week, but unsure of the other safety related things that the team is working on.	11. Aware of the safety issues that are being resolved by the Unit EST.	11. The EST is viewed as a <u>key communication tool</u> by employees as it relates to safety and health.
Awareness Events	12. Periodically attends awareness events—questions there usefulness.	12. Regularly participates in safety events sponsored by the Unit.	12. Not only attends, but participates in the development and execution of safety events—volunteers to be on adhoc teams.	12. Employees, other than team members, are frequently volunteering to participate in Unit safety events and activities.
Management		Management	Management	Management
Management Involvement	13. Rarely interfaces with the EST team.	13. Occasionally, I attend a monthly team meeting.	13. I interface regularly with my EST representative and see how I can support and help them in their efforts.	13. I personally participate in Unit/EST sponsored safety and health events/activities... <u>visible to my direct reports.</u>
Team Utilization	14. Lack understanding on how the team can assist my direct reports in working safely.	14. I understand that an active EST can impact the bottom line, by increasing productivity.	14. I frequently solicit input from the EST in helping me to promote/encourage safety and correct safety concerns. The safety team is value-added, not a drain on resources.	14. I understand the EST and promote its effectiveness to my peers. EST is viewed as an asset by enhancing morale and increasing productively.
Interaction	15. Gather information through the “grape vine”, but rarely read the team minutes.	15. I read the minutes monthly from the homepage and share them in my staff meeting.	15. As I visit with my direct reports, we discuss safety issues and verify that they are receiving information from the EST.	15. I use my personal and positional influence to positively impact the success of my Unit EST team. My body language communicates a positive safety image.
Resources	16. <u>Allows</u> employees to participate because it is required.	16. <u>Encourages</u> employees to participate as members of an employee safety team or assist with a Unit safety event.	16. Frequently I <u>provide resources</u> [\$ and time] for employees to resolve safety issues, thus empowering EST members.	16. The team occasionally comes to me to assist in removing barriers...safety is a value in my day-to-day operations. Helping the team to be successful is a part of my job description.

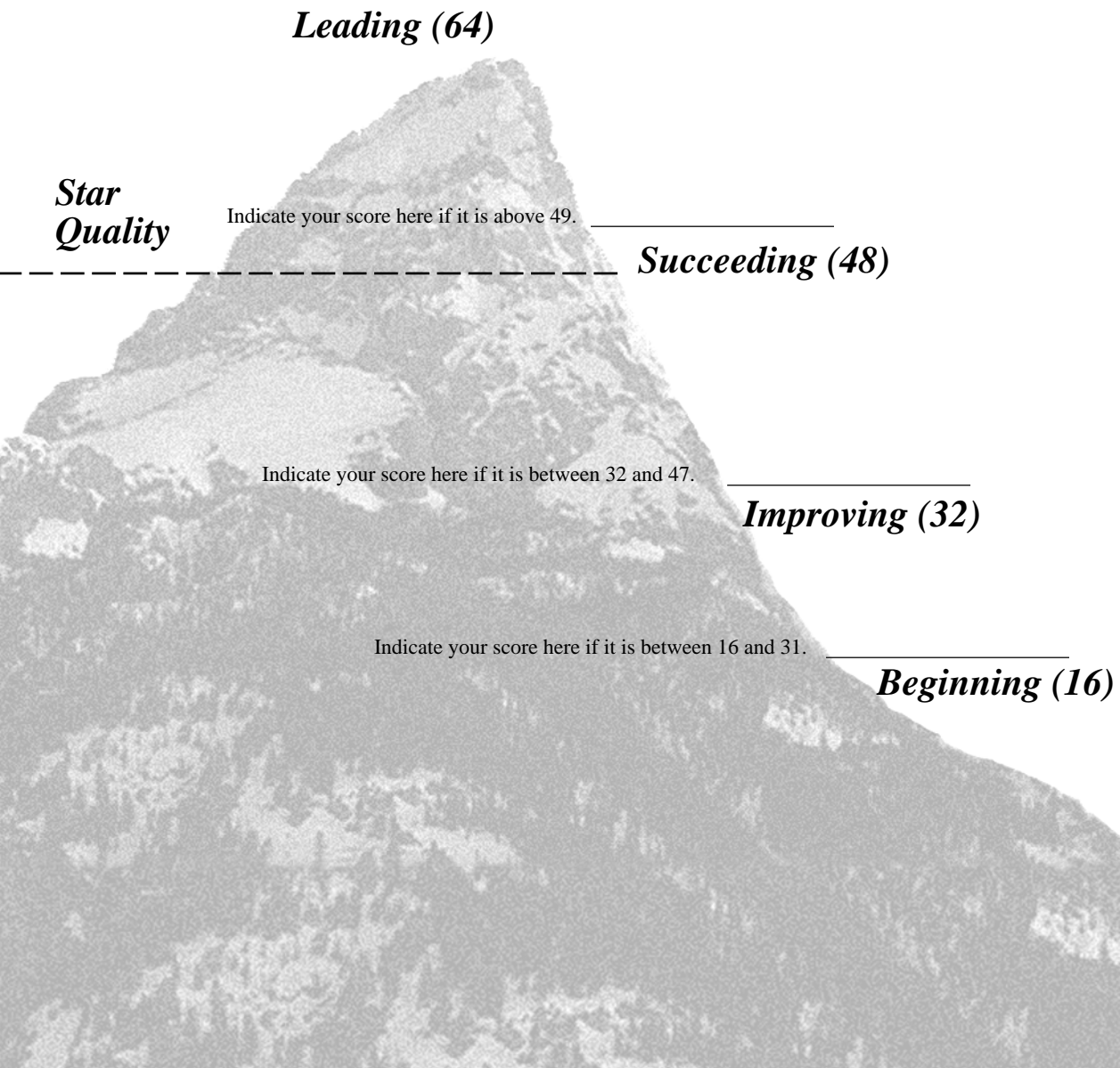


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Progress Score Card for Employee Safety Team (EST) Maturity Path

To measure your overall progress, add the total score from each category and plot that score on the scale below. Your progress can be periodically updated and measured as your EST improves and incorporates your goals. Plot your progress each measurement period on the chart.



#	Topic	(1) Beginning	(2) Improving	(3) Succeeding	(4) Leading
1	Organized				
2	Resolving Issues				
3	Recognition				
4	Training				
5	Minutes & Actions				
6	Sub-Teams				
7	Participation				
8	Representation				
9	Communication				
10	Goals & Objectives				
11	Issue Awareness				
12	Awareness Events				
13	Management Involvement				
14	Team Utilization				
15	Interaction				
16	Resources				
		_____ x 1	_____ x 2	_____ x 3	_____ x 4
Total score for all categories		_____			